

E. UNIVERSAL ANNUAL JOB -GRADING STANDARDS

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DoD NAF UNIVERSAL ANNUAL
JOB-CLASSIFICATION STANDARD
AERO CLUB MANAGER UA-1101-O

DUTIES AND RESPONSIBILITIES:

-Conducts the club's daily activities in compliance with directives, guidelines, and operating instructions (OIs) provided by the Board of Governors (BOG). Ensures compliance with these as well as other directives, policies, and procedures. Develops or recommends, and implements, after approval, OIs to effect greater operational efficiency. Provides data to the fund custodian to support short- and long-range plans and to achieve maximum return on investments and equipment use. Prepares or supervises the preparation of reports as well as the preparation and issuance of financial records and individual statements to members. Coordinates daily activities with the President of the BOG, bringing to his attention existing or anticipated problems, and recommends solutions to problems within scope of responsibilities.

-Attends meetings and reviews minutes of the BOG, safety, standardization, and general membership meetings to coordinate administrative and operational matters and followup on items affecting club operations. Initiates agenda items for official club meetings. Develops studies and plans as directed by the BOG or self-generated in response to membership desires and objectives. Maintains liaison with the FAA and base staff activities, such as safety, operations, and flight control office regarding aero club operation.

-Keeps the flight schedule log book on a first-come, first-served basis. Checks and approves flight clearances. Grounds or restricts members' flying privileges for violations pending BOG action. Monitors weather conditions to effect immediate security or storage of aircraft during inclement weather. Maintains bulletin boards, charts, status boards, pilots' information file, and publications essential to club operation and flight planning by members.

-Ensures that notification procedures are established with the FAA or base operations to notify a responsible aero club official of overdue aircraft or other emergencies. Must be on duty or make sure that a qualified person, designated in writing, is on duty when students or pilots with less than 200 hours are flying in the local area.

-Provides administrative guidance to the chief flight instructor to achieve effective operation of the flight and ground training program. Enforces regulatory procedures and contractual provisions pertinent to the training program. Advises flight instructors of changes in administrative procedures affecting their duties. Reviews student assignments to effect equitable assignments commensurate with workload and availability of instructors. Overviews the establishment and maintenance of membership and training folders and records to ensure that required data are properly recorded and that documents are maintained in current status.

-Works with the Club Maintenance Officer and the Chief Mechanic of the maintenance facility in coordinating and scheduling of preventive and major

AERO CLUB MANAGER UA-1101-0: (cent'd)

maintenance of club-operated aircraft in accordance with manufacturer's recommended inspection schedules and overhaul periods as well as those required by the FAA. Ensures proper documentation of maintenance performed.

-Maintains surveillance over the supply function to ensure property accountability, adequate property storage, and disposal of excess property. Prepares and approves purchase requests if so designated by the custodian.

-May be responsible for the operation of a retail sales outlet.

-Supervises employees engaged in functions incident to daily operations. Selects employees, assigns and reviews work, evaluates performance, initiates personnel actions, schedules and approves leave, counsels employees, and keeps them informed about personnel programs and policies, referring them to personnel specialists when technical answers are required.

GRADING PLAN:

1. This standard does not describe all possible levels at which jobs may be established. Basically, the duties remain the same regardless of club size; however, the volume of work varies significantly with club size. Therefore, the quantitative classification criteria below shall be used to classify Aero Club Manager positions. These factors reflect varying ranges of operational data. Locally, the data shall be compiled on a calendar year (CY) basis and divided by 12 to arrive at a monthly average for each factor. A comparison of the monthly averages with factor criteria will yield point values that can be collectively converted to grade levels.

2. Operational Factors:

a.	<u>Number of Aircraft</u>	<u>Points</u>
	1-5	1
	6-10	2
	11-15	3
	16-20	4
	21-25	5
	Over 25	6
b.	<u>Monthly Flying Hours</u>	<u>Points</u>
	Under 200	1
	200-300	2
	301-400	3
	401-500	4
	501-600	5
	601-700	6
	701-800	7
	801-900	8
	901-1000	9
	Over 1000	10

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c.	<u>Number of Piloting Members</u>	<u>Points</u>
	Under 100	1
	100-150	2
	151-200	3
	201-250	4
	251-300	5
	301-350	6
	351-400	7
	Over 400	8

d.	<u>Number of Students</u> <u>(Primary through advanced)</u>	<u>Points</u>
	Under 30	1
	30-50	2
	51-70	3
	71-90	4
	91-110	5
	111-130	6
	131-150	7
	Over 150	8

3. Conversion Table for Determining Grade Levels: The following table shall be used to convert the points to grade levels for Aero Club Managers.

<u>Total Points</u>	<u>Grade Level</u>
Under 8	UA-5
8-12	UA-6
13-16	UA-7
17-20	UA-8
21-24	UA-9
25-28	UA-10
Over 28	UA-11

DoD NAF UNIVERSAL ANNUAL
JOB-CLASSIFICATION STANDARD
BOWLING CENTER MANAGER UA-1101-O

EXCLUSIONS:

Night Manager positions are generally excluded from this standard because they do not include the full extent of the duties and responsibilities described in this standard. They are covered by job-grading standards for Recreation Aid, PS-0189-0.

DUTIES AND RESPONSIBILITIES:

-Trains and supervises subordinate employees and schedules and assigns their duties. Interviews and prepare:s necessary personnel action requests on employees and prospective employees. Evaluates employee performance of duties and initiates required personnel- actions to replace those not meeting minimum standards of performance.

-Promotes, organizes, and schedules open and league bowling and special events and conducts bowling classes.

-Maintains a daily operation record of the bowling facility, showing all income from fees and rentals. Controls and accounts for all prenumbered bowling score sheets .

-Ensures that the maintenance and preventive maintenance program on all pinset-ting machines and related equipment is carried out. Maintains appropriate records. May personally perform repair function.

-Contacts firms to obtain prices and other information regarding items, such as purchase of equipment, accessories, and parts. Recommends acquisition of items to maintain, improve, expand, or enhance the bowling facility.

-Supervises total operation of the bowling facility, including bowling balls, bags, shoes, and related equipment. May custom-measure, fit, and drill balls.

-May supervise vending machine and snack bar operations to ensure that the bowling participants' needs are served.

SUPERVISORY CONTROLS:

Incumbent operates under the direction of the Special Services Officer, Recreation Director or designated supervisor. Incumbent is held responsible for implementing the installation's policies and for efficient operation of the bowling center.

BOWLING CENTER MANAGER: UA-1101-O: (cent'd)

GRADING PLAN:

The factors used to reflect the level of difficulty and responsibility of these positions are as follows:

1. Number of bowling lanes

<u>Number of Lanes</u>	<u>Points</u>
up to 12	1
13 to 16	2
17 to 24	3
Over 24	4

2. Staff required by the bowling center. The number of full-time employees is averaged over a year. Part-time, civilian, and off-duty military are included. The number of part-time employees shall be converted to an equivalent number of full-time employees.

<u>Number of Employees</u>	<u>Points</u>
up to 5	1
6 to 10	2
11 to 15	3
16 to 20	4
21 to 25	5
Over 25	6

3. Number of lines per lane. Determine the average number of lines bowled per lane per day considering data for the preceding 12 months.

<u>Average Number of Lines</u>	<u>Points</u>
up to 10	1
11 to 20	2
21 to 30	3
31 to 40	4
41 to 50	5
Over 50	6

4. Management of snack bar. Add one point if the Manager is responsible for the management and direction of a snack bar that includes **cooking food** and serving beverages.

5. Management of pro shop. Add one point if the Manager is responsible **for** the management and direction of a complete pro shop that includes measuring, fitting, and drilling bowling balls.

BOWLING CENTER MANAGER: UA-1101-O: (cent'd)

Conversion Table:

<u>Total Points</u>	<u>Grade</u>
3-5	UA-5
6-8	UA-6
9-11	UA-7
12-14	UA-8
15-17	UA-9
Over 17	UA-10

NOTE : Where authorized, full assistant Bowling Center Manager positions shall be graded one grade below that of the Manager.

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JOB-CLASSIFICATION STANDARD
CATERER UA-1101-O

EXCLUSIONS:

This standard is not used to grade positions in which the paramount duties are clerical in nature, such as reserving catering activities, arranging for contracts to be signed, and maintaining a party book. Such positions are properly classifiable under the AS category.

DUTIES AND RESPONSIBILITIES:

-Is responsible for all arrangements for catering activities (for example, banquets, parties, receptions, luncheons, and other special activities) requiring food and beverage service catered by the club or open mess. Either in person or by letter, obtains pertinent information from member host, such as number of guests expected, seating arrangements, decorations, and music and entertainment desired. Analyzes the requirements of the occasion and decides on suitable types of services to be provided; discusses menu and beverage items and prices to be charged. Draws up party contract and obtains member's signature. Is responsible for making the commitment as to arrangements and for the price to be paid for the services provided. Provides catering service for member's functions held outside the club or open mess as authorized by policy, regulations, and guidelines.

-Transmits information to chef or head cook and other personnel concerned with party activities; arranges for such details as printing of menus, procurement of decorations and entertainment and table set-ups; arranges for items such as furniture, china, silverware, candles, and glasses.

-Inspects final arrangements for the party to ensure that all contractual arrangements are met insofar as the club is concerned; greets host and hostess; sets up receiving line if desired; and, as required, observes the party in operation to ensure service provided is efficient, courteous, and correct from both etiquette and contractual terms.

-Maintains the party reservation book and party contracts.

-Plans special membership affairs (for example, New year's Eve Dance); plans menus; prepares notice to membership; arranges music and entertainment; accepts reservations; plans seating charts and table assignments; and, as required, observes and supervises party in progress.

SUPERVISORY CONTROLS:

Incumbent works under the supervision of the club or open mess manager, who provides guidelines and determines quality of catering activities from onsite observation and comments of club or open mess members.

GRADING PLAN

<u>Grade</u>	<u>Factor</u>
UA-5	Limited party activities average up to 15 parties per month. Medium-size operation. (Refer to the complexity of operation criteria reflected in the Club Operation Assistant Standard.)
UA-6	Party activities average between 16 and 40 per month.'" Medium- or large-size opera- tion. (Refer to the complexity of operation criteria reflected in the Club Operation Assistant Standard.) Degree 2 Protocol, as enumerated below.
UA-7	Numerous party activities average over 40 per month.* Large-size operation. (Refer to the complexity of operation criteria reflected in the Club Operation Assistant Standard.) Degree 3 Protocol, as enumerated below. "Average determined by counting the number of catered parties during the previous CY divided by 12.

Decorum/Protocol

This factor applies to all clubs--officers, noncommissioned officers, and enlisted. The various degrees of this factor are as follows:

Degree 1. Normal military protocol, courtesies, and social amenities.

Degree 2. Normal military protocol, courtesies, and social amenities, but occasionally requiring formal protocol to general officers, other dignitaries, and their guests.

Degree 3. **Normal** military protocol, courtesies, and social amenities, but frequently requiring (regular and recurring) formal protocol to general officers, their guests, and other dignitaries, including foreign officials, federal and state officials, and local and national officers in overseas areas.

For noncommissioned officers and enlisted clubs, other dignitaries (in degrees 2 and 3) would include Sergeant Major of the Army and Command Sergeant Major (or equivalent for the Air Force, Navy, and Marine Corps).

***NOTE:** The grade of the position when the combinations of factors vary from those shown above shall be based on sound classification judgment. An evaluation statement setting forth the analysis and basis for the grade of the position shall be attached to the position description.

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JOB-CLASSIFICATION STANDARD
CHILD CARE CENTER MANAGER UA-1101-O

EXCLUSIONS:

Positions involving the operation of child care centers that do not meet the minimum criteria established in this standard are classifiable in the PS category. Positions that involve supervising or performing professional work in an educational program, such as a licensed kindergarten, are to be classified in an appropriate series of the Education Group in the UA category.

DUTIES AND RESPONSIBILITIES:

The following duties, responsibilities, and supervisory controls are typical, but not all-inclusive, of positions covered by this standard:

- Works under general administrative supervision of special services officer, recreation director, or other designated superior. Within overall policy guidelines, is responsible for long-range and day-to-day planning, direction, and operation of a child care center.

- Plans , assigns, and directs all activities of the child care center, including development of operational policies and procedures based on directives from higher headquarters.

- Selects, assigns, and supervises child care attendants; and initiates actions on promotions, employment, terminations, performance ratings and related personnel actions, subject to final approval of the designated superior.

- Determines requirements and orders equipment and supplies.

- Prepares and submits annual budgets reflecting the estimated cost of operating the activity and its resale program.

- Develops and implements a program of activities designed to stimulate and develop the physical and mental growth and coordination of the children.

- Exercises responsibility and accountability for the change fund and daily receipts of all property and resale merchandise.

- Maintains required records for operation of the center, including employee work schedules, regular hours, shift operations, and weekend and holiday work.

- Performs periodic checks throughout the day to assure cleanliness, sanitation, and health condition of the children and safety conditions of the center including playground and surrounding areas.

- Plans menus to ensure balanced meals when kitchen facilities are available.

CHILD CARE CENTER MANAGER: UA-1101-O: (cent'd)

-Cooperates and coordinates with other installation activities that may have requirements for child care service.

-Discusses child care problems with parents when they develop; answers parent's questions and resolves problems.

GRADING PLAN:

The duties and responsibilities described above are typical of those performed by Child Care Center Managers, and grade UA-5 is considered appropriate for positions that meet the minimum criteria contained here. Five basic factors, plus a special considerations factor, are used for classifying these positions.

Factor I - Average Daily Attendance. Average daily attendance shall be computed over a period of 1 year. Children who attend the center on a full-time regular basis (5 days per week, 8-10 hours per day) shall be counted on a one-for-one basis. Children in the category of part-time (daily, hourly, drop-ins) shall be counted on a 75 percent basis. For example, an average of 40 full-time regulars, 60 daily rates, and 100 drop-in children will be counted as 160 (40 + 75 percent of 160). When Sunday operations are less than 8 hours, they will be counted as half days in arriving at average daily attendance for all categories except full-time regulars. A .5-day week shall be the basis for determining average attendance in the full-time regular category.

<u>AVERAGE DAILY ATTENDANCE</u>	<u>POINTS</u>
Under 50	1
50-100	2
101-150	3
151-200	4
201-250	5
Over 250	6

Factor II - Size of Staff: The number of paid employees who are subordinate to the Child Care Center Manager shall be computed over a period of 1 year. Equate part-time and intermittent employees to full-time on the basis of **hours** actually worked. Volunteers and student aids shall be computed on actual **hours worked** basis.

<u>SIZE OF STAFF</u>	<u>POINTS</u>
up to 5	1
6-10	2
11-15	3
16-20	4
21-25	5
Over 25	6

Factor III - Weekly Hours of Operation:

More than 100 hours - add 2 points
66-100 hours - add 1 point
Less than 65 hours - add 0 points

CHILD CARE CENTER MANAGER UA-1101-O: (cent'd)

Factor IV - Management of a Food Program: When a Manager develops a varied menu and manages a food program that meets daily nutritional requirements, points shall be credited as follows:

Add 1 point for one or more meals per day.

When only mid-morning and mid-afternoon snacks are served, no points are credited.

NOTE : Even though dietetic advice is available and assistance is provided from other competent sources, the primary consideration is whether the Manager develops a planned, nutritious menu from optional available foods (seasonal or substitute) and is ultimately responsible for food service. The menu must provide food that is adequate in quantity and quality to meet the nutritional needs of children.

Factor V - Childhood Development and Preschool Program:

Definitions :

(1) An early Childhood Development Program is a planned schedule of activities for each age group (including infants), conducted as an integral part of the child care program. It consists of activities that serve to positively affect the self-image and physical, cognitive, and emotional development of children in the center. Examples of experiences included are art (not coloring books); music (listening, singing, and dancing); motor skill development (large and small muscle) activity and passive activities (finger plays, games, and story time); safety, hygiene, and nutrition awareness; and social communication skill development. Add 1 point.

(2) A preschool program is a half-day program (4 hours or less) established to assist children in the development of their social, emotional, and cognitive capabilities. Preschools are normally conducted 2 to 4 days a week and enroll children 3 to 5 years of age. Preschools also may be designated as prekindergarten or nursery schools. Add 2 points.

SPECIAL CONSIDERATIONS:

When classifying a position using this standard, care must be exercised to assure that credit is assigned only for those conditions that are likely to prevail for a reasonable period, for example, 1 year or more. Adherence to this guidance will avoid grade fluctuations for minor and temporary changes in assigned duties and responsibilities.

When the manager supervises more than one child care facility, 1 point will be added. When a position fails to meet the typical duties and responsibilities of this standard, or the point total is less than the minimum, sound position classification principles shall be applied in determining the proper grade in the PS-0189 series.

CHILD CARE CENTER MANAGER: UA-1101-O (cent'd)

CONVERSION TABLE

<u>POINTS</u>	<u>UA GRADE</u>
4-7	UA-5
8-11	UA-6
12-14	UA-7
15-17	UA-8
Over 17	UA-9

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JOB-CLASSIFICATION STANDARD
EXCHANGE MANAGER UA-1181-0

GENERAL STATEMENT:

This standard includes positions that involve supervising the management of an installation exchange engaged in retail operations combined with food preparation and selling and/or personal services, service stations, concessions and vending machine activities.

EXCLUSIONS:

Positions whose duties are limited to the supervision and management of the retail sales operations are excluded from this series. They are to be considered in relation to the standard for Retail Manager UA-1182-0. Also excluded are positions involving responsibility for such staff functions as accounting, equipment and facilities, and overhead functions relating to personnel, retail, and food and services operations. The standard for General Manager UA-1180-0 shall be considered for jobs with those responsibilities.

EXPLANATORY STATEMENTS:

Positions covered by this standard within the Army-Air Force Exchange Service are known as Exchange Manager. The exchanges they manage include the retail sales merchandise at a main store and its subordinate outlets. Subordinate outlets usually handle limited lines of merchandise, and the managers report to the Exchange Manager. Sales also include the sale of food prepared and served in cafeterias, snack bars, and separate food retail units. The sales include those for personal services such as dry cleaning, laundry, optical service, and direct- or concession-operated beauty shops, barber shops, and vending machines. Most merchandise sold is obtained by requisition from warehouse or direct shipment from suppliers. The manager is authorized specific lists of merchandise for which he may make direct purchase for retail sale. The responsibility for purchasing, accounting, personnel, equipment, and facilities is usually performed at a higher echelon in the organization. Within the Navy Department and Marine Corps the positions covered by this series are usually identified as Branch Manager and Exchange Manager, respectively. These positions include the same responsibilities as those described in the preceding paragraph and, in addition, may include responsibility for the personnel and accounting functions and maintenance of facilities. The presence or absence of these functions does not affect the grade level of the position.

DUTIES AND RESPONSIBILITIES:

-Directs, coordinates and supervises all retail food, services, concession, and vending activities at an exchange. Ensures that proper service is rendered, personnel are fully utilized, accountability variances are held to a minimum, cleanliness and sanitation are maintained, and safety and security measures are implemented and maintained in accordance with prescribed directives and procedures.

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-In accordance with guidance provided, determines requirements and requisitions authorized items of merchandise from warehouse for sale at the exchange and its retail outlets; as authorized, makes direct purchases of items from local suppliers; ensures proper receipt, recording, storage, and distribution of all items of merchandise; and maintains control of stock items, supplies, and equipment and replenishes according to demand.

-Ensures proper and prompt recording and reporting of all operational and administrative activities in accordance with published directives.

-Supervises overall management of the exchange facilities; directly supervises and trains exchange employees and may prepare employee work schedules; directs the conduct of physical inventories as required; serves as liaison between the exchange and high command level.

-Recommends plans for development or alteration of services, building, and facilities. May supervise the development or implementation of these alterations as directed.

-May plan, coordinate, supervise, and control all phases of a retail main store activity.

EXCHANGE MANAGER: UA1181-0 (cent'd)

CLASSIFICATION FACTORS

Exchange Manager positions are classified. in accordance with the following criteria:

- (1) Average Monthly Sales Volume
- (2) Number of Outlets Managed
- (3) Number of Bases/Posts/Satellites Serviced
- (4) Geographical Dispersion
- (5) Merchandise Reporting Activities

-Average Monthly Sales Volume (1) criteria shall be based upon previous fiscal year operations and shall include all direct retail, food, and services sales and concession income (not concession sales).

-Those Number of Outlets Managed (2) Bases/Posts/Satellites/Site Serviced (3) Geographical Dispersion (4), and Merchandise Reporting Activities (5) in existence at the end of the survey period. (Site operations are excluded from these factors).

-The below Grading Criteria sales volume ranges below are based on the CPI Base Year 1973-All Items. Each DoD Component shall appropriately update these sales volume ranges based on the inflation factor determined by the CPI for the most current fiscal year or based on inflation factor adjustments that may be developed by each DoD Component that more accurately reflect price changes or merchandise and services sold.

GRADING CRITERIA

<u>Basic Grade</u>	<u>Average Monthly Sales Volume Range</u>
UA-13	\$1,500,001 and over
UA- 12	500,001-1,500,000
UA-11	200,001-500,000
UA-10	100,001-200,000
UA-9	up to 100,000

	<u>(1) SALES</u>	<u>POINTS</u>
UA-12	\$ 500,001-700,000	0
	700,001-900,000	16
	900,001-1,100,000	32
	1,100,001-1,300,000	48
	1,300,001-1,500,000	64

EXCHANGE MANAGER UA-1181-0 (cent'd)

	<u>(1) SALES</u>	<u>POINTS</u>
UA- 11	\$ 200,001-260,000	0
	260,001-320,000	16
	320,001-380,000	32
	380,001-440,000	48
	440,001-500,000	64
UA- 10	\$ 100,001-120,000	0
	120,001-140,000	16
	140,001-160,000	32
	160,001-180,000	48
	180,001-200,000	64
UA-9	up to 20,000	0
	20,001-40,000	16
	40,001-60,000	32
	60,001-80,000	48
	80,001-100,000	64

(2) OUTLETS

12 or less	0
13-17	5
18-22	10
23-27	15
28 and over	20

Definition of Outlet: Retail- Separate fiscal reporting activities. Food- Over \$3,000 average monthly sales. Service- All direct-operated activities.

(3) BASES/POSTS/SATELLITES SERVICED

1	0
2	4
3	8
4	16
5	24
6 or more	32

Definition: Bases/Posts/Satellites under separate commanders.

(4) GEOGRAPHICAL DISPERSION
(Most distant exchanges)

	<u>Points</u>
15-mile radius or less	0
26-50-mile radius	1
51-100-mile radius	3
101-150-mile radius	6
151-200-mile radius	9
Over 200-mile radius	12

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Geographical dispersion of Bases/Posts/Satellites serviced.

(5) MERCHANDISE REPORTING ACTIVITIES

up to 5	0
6-8	2
9-12	4
13-17	6
18 and over	8

Definition of Merchandise Reporting Activity: Those retail activities that maintain separate stock accounts from those of their parent organization less those separate fiscal reporting activities already credited under Factor (2) above.

EXCHANGE MANAGERS SHALL BE GIVEN ONE ADDITIONAL GRADE WHEN POINT FACTORS (1) THROUGH (5) TOTAL MORE THAN 95 POINTS: HOWEVER, POINT FACTORS SHALL NOT BE USED FOR EXCHANGES GENERATING OVER \$1,500,000 IN AVERAGE MONTHLY SALES.

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JOB CLASSIFICATION STANDARD
GENERAL MANAGER UA-1180-0

GENERAL STATEMENT:

This standard includes positions involving management and supervision of all phases of the operation of an exchange for an area that includes two or more installation exchanges and includes responsibility for retail operations, food operations, service operations, accounting, personnel, equipment and facilities, and security and safety.

EXCLUSIONS:

Positions whose duties are limited to the supervision and management of the retail sales operations are excluded from this series. They are to be considered in relation to the standard for Retail Manager UA-1182-0. Positions whose duties include the supervision and management of an exchange within an area are excluded from this series and are to be considered in relation to the standard for Exchange Manager UA-1181-0.

DUTIES AND RESPONSIBILITIES:

Typical duties and responsibilities performed by General Managers are the following:

- Directing and coordinating all phases of exchange retail, food, and service operations toward maximum responsiveness to the mission and requirements.

- Identifying, on a continual basis, areas for potential improvement toward realization of increased earnings and improved service and establishing objectives toward that aim.

- Making and directing periodic and frequent inspections of all assigned operations and outlets to identify areas of deficiency; directing the correction of deficiencies; and following up to assure that corrective action has been accomplished.

- Developing, arranging, and applying assigned physical resources and personnel as necessary to accomplish objectives.

- Through management evaluation, judgment and action, assuring maximum and full utilization of facilities, equipment, cash and **personnel**.

- Identifying personnel with potential for development to higher-level positions and providing concentrated training toward their development.

- Planning and conducting training in technical subjects relating to retail, food, and service operations.

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-On a continuing basis, evaluating the standard of performance of subordinate personnel, providing counseling, and taking appropriate action when performance is below acceptable standards.

-Through exercise of professional and management action and effective supervision, assuring compliance of all personnel to requirements prescribed in applicable departmental, command, and exchange directives and operating instructions in order to achieve a high standard of operational performance and customer service. Ensuring compliance with EEO requirements.

-Directing the management of all retail activities, including:

-implementing procedures governing retail operations encompassing requirements determinations; merchandise receipt, storage, and distribution; control of retail stocks, supplies, and equipment; and the procurement of merchandise and supplies from local vendors.

-supervising the requisitioning, delivery, and merchandising unit control of direct delivery and open-end order items.

-Directing the management of all food activities, to including:

-implementing procedures governing all food operations such as food procurement, storage and distribution, and control of food, supply items, and equipment.

-reviewing and controlling food operations, staffing and training, merchandise presentation, menu planning, pricing and portion control.

-inspecting concessionaire food activities.

-providing technical assistance to concession food activities regarding operating standards and assuring compliance with contractual agreements.

-Directing the management of all **direct-** and concession-operated **auto-** motive, vending, agency, and personal services activities, including:

-inspecting and controlling all direct-operated service activities to assure compliance with authorized services, approved financial plans, operating directives, and quality standards.

-preparing and dispatching contract proposals or solicitations for service to be rendered by a concessionaire, contractor, or supplier for which the exchange receives a fee or commission. Receiving and evaluating completed contract proposals or solicitations and recommending awards.

-inspecting and controlling concessionaire-operated activities to assure that prices and standards of quality and performance are in accordance with directives and that sanitation, fire, and security regulations have been adhered to. Maintaining effectiveness files on all concessionaires and contractors for performance evaluation purposes.

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-Directing the preparation of the Profit and Loss Program for inclusion in the Component Profit and Loss Program; the analysis of financial statements and reports to identify adverse financial trends; and initiation or recommendation of corrective action as appropriate. Assisting in the formulation of the retail, food, and services financial program, and in preparation and review of budgets and other documentation reflecting the status of branch operations.

-Implementing, administering, and coordinating the exchange security, safety, and fire prevention programs for retail, food, and services operations .

-Providing advice and recommendations on expansion, relocation, or discontinuation of services or activities consistent with exchange requirements and programmed objectives; and recommending renovation or remodeling of facilities to provide for more adequate, modern, or economical service.

CLASSIFICATION FACTORS

General Manager positions are classified in accordance with following criteria:

- (1) Average Monthly Sales Volume
- (2) Number of Outlets Managed
- (3) Number of Bases/Posts/Satellites Serviced
- (4) Geographical Dispersion of Outlets Managed
- (5) Merchandise Reporting Activities

If authorized, Assistant General Managers shall be classified one grade below the authorized grade of General Manager.

Average Monthly Sales Volume (1) criteria shall be based upon previous fiscal year operations and shall include all direct retail, food, and services sales and concession income (not concession sales).

Those Number of Outlets Managed (2), Number of Bases/Posts/Satellites Serviced (3), Geographical Dispersion (4), and Merchandise Reporting Activities (5), in existence at the end of the survey period. (Site operations are excluded from these factors).

The above Grading Criteria sales volume ranges are based on the CPI Base Year 1973 - All Items. Each DoD Component shall appropriately update these sales volume ranges based on the inflation factor determined by the CPI for the most current fiscal year or based on inflation factor adjustments that may be developed by each DoD Component that more accurately reflect price changes of merchandise and services sold.

GENERAL MANAGER UA-1180-0: (cent'd)

GRADING CRITERIA

Basic Grade

Average Monthly Sales Volume Range

UA-15	\$3,500,001 and over
UA-14	1,500,001-3,500,000
UA-13	500,001-1,500,000
UA-12	up to 500,000

	<u>(1) SALES</u>	<u>POINTS</u>
UA-14	\$1,500,001-1,900,000	0
	1,900,001-2,300,000	16
	2,300,001-2,700,000	32
	2,700,001-3,100,000	48
	3,100,001-3,500,000	64
UA-13	500,001- 700,000	0
	700,001- 900,000	16
	900,001-1,100,000	32
	1,100,001-1,300,000	48
	1,300,001-1,500,000	64
UA-12	up to 300,000	0
	300,001-350,000	16
	350,001-400,000	32
	400,001-450,000	48
	451,001-500,000	64

<u>(2) OUTLETS</u>	<u>POINTS</u>
24 or less	0
25-34	5
35-44	10
45-54	15
55 and over	20

Definition of Outlet: Retail- Separate fiscal reporting activities.
Food- Over \$3,000 average monthly sales. Services- All direct-operated activities .

<u>(3) BASES/POSTS/SATELLITES SERVICED</u>	<u>POINTS</u>
1-3	0
4-5	4
6-7	8
8-9	16
10-11	24
12 or more	32

Definition: Bases/Posts/Satellites under separate commanders.

GENERAL MANAGER UA-1180-0: (cent'd)

<u>(4) GEOGRAPHICAL DISPERSION</u> <u>(Most distant exchanges)</u>	<u>POINTS</u>
35-mile radius or less	0
36-75-mile radius	1
76-150-mile radius	3
151-225-mile radius	6
226-350-mile radius	9
Over 350-mile radius	12

Geographical dispersion of Bases/Posts/Satellites serviced.

<u>(5) MERCHANDISE REPORTING ACTIVITIES</u>	<u>POINTS</u>
up to 10	0
11-16	2
17-24	4
25-34	6
35 and over	8

Definition of Merchandise Reporting Activity: Those retail activities that maintain separate stock accounts from those of, the parent organization less those separate fiscal reporting activities already credited under Factor (2) above.

GENERAL MANAGERS SHALL BE GIVEN ONE ADDITIONAL GRADE WHEN POINT FACTORS (1) THROUGH (5) TOTAL MORE THAN 95 POINTS; HOWEVER, POINT FACTORS SHALL NOT BE USED FOR EXCHANGE/AREA EXCHANGES GENERATING OVER \$3,500,000 IN AVERAGE MONTHLY SALES .

DoD NAF UNIVERSAL ANNUAL
JOB-GRADING STANDARD
GOLF COURSE SUPERINTENDENT, UA-1601-0
GOLF COURSE MANAGER, UA-1101-0

GENERAL STATEMENT:

This standard directly applies to the individuals responsible for the operation and maintenance of a tract of land defined as a golf course, encompassing at least nine teeing areas, fairways, and greens.

Positions that include responsibilities for the full range of both course operational management and maintenance will be titled Golf Course Manager, UA-1101. This series is considered most appropriate for fully operating Golf Course Manager positions in view of the business, technical, and administrative requirements.

Positions with technical responsibilities for the golf course condition and maintenance operations are appropriately classified as Golf Course Superintendent, UA-1601.

Positions involving the business and administrative management of the golf course facilities but not technical control of the maintenance and upkeep of the course itself are classified as Golf Course Assistant, UA-1101. Grade level determination should be based on an overall evaluation by reference to this standard and other related OPM position classification standards.

EXCLUSIONS:

Positions involving the supervision or performance of recreation programs requiring a knowledge of the principles and techniques of recreation to plan and carry out a recreation program are excluded from this standard. Also excluded are positions the principal duty of which is coaching or instruction in the game of golf.

Foreman-type positions in which the paramount qualification is in a trade and craft background are excluded from the coverage of this standard.

OCCUPATIONAL INFORMATION:

For most courses, there are committees that establish general policy on membership, dues, large expenditures, and related general policy matters. The Superintendent's area of responsibility will always include the entire playing surface of the course, including all tees, fairways, greens, roughs, and surrounding areas; landscaping; structures (buildings, fences, bridges, and shelters directly affecting golf play); equipment, personnel, materials, and associated records for course maintenance. The Manager positions include such golf course management functions as budget; long-range planning; scheduling and conducting of tournaments and special events; liaison with public works, post engineers, or other base maintenance departments in golf course repair and maintenance; contracting out of segments of work beyond local capability; and management

GOLF COURSE SUPERINTENDENT/GOLF COURSE MANAGER UA - 1601 -0/UA - 1101-0: (cent'd)

of food and drink facilities. Other additional and related responsibilities are the instruction of member golfers, operation of the pro shop equipment and clothing facility, and golf cart rental. Provision has been made in the grade level criteria for the crediting of incremental duties and responsibilities such as those listed above.

In classifying positions of Golf Course Manager and Golf Course Superintendent, when both positions appear, care must be exercised in the crediting of final authority and responsibility for the golf course facilities. If the responsibility is divided or rests with one position or the other, classifier judgment based on factual information must be applied in order to avoid duplicative grade level credit.

TITLES

Golf Course Superintendent, UA-1601-0 and Golf Course Manager, UA-1101-0

GRADING PLAN

The factors used to reflect the level of difficulty and responsibilities of these positions are the following:

1. Number of holes used at a golf course.

<u>Number of Holes</u>	<u>Points</u>
9	1
18	2
27	3
36	4

2. Total number of employees working at the golf course for Manager positions. Credit staff concerned with maintenance for Superintendent positions. The number of full-time employees shall be averaged over a season. Part-time civilian and off-duty military are included. The number of part-time employees shall be converted to an equivalent number of full-time employees on the basis of hours worked (each 40 hours equal a full-time employee).

<u>Number of Employees</u>	<u>Points</u>
0-5	1
6-10	2
11-15	3
16-20	4
21-25	5
26 and Over	6

3. Number of rounds per day. Determine the average number of rounds of 18 holes a day, considering data for the preceding golf season.

GOLF COURSE SUPERINTENDENT/GOLF COURSE MANAGER UA-1601-0/UA-1101-0 (cent'd)

<u>Average Number of Rounds</u>	<u>Points</u>
0-160	1
161-185	2
186-210	3
211-235	4
236-265	6
266 and over	7

4. Acreage of Golf Course. Determine the size of the golf course **acreage** that the Superintendent is responsible for.

<u>Total Acres Under Grass</u>	<u>Points</u>
0-100	1
101-150	2
151-200	3
201-250	4
251 and over	5

5. Extra creditable elements

- a. Full golf course management responsibility - 1 Point
- b. Pro Shop
- Practice Course
- Driving Range any 3 1 Point
- Eating Facility any 4 or more 2 Points

Note:

- 1. Do not credit a function located in the golf facility but managed by or contracted to others.

Grade Conversion Table

<u>Conversion</u>	<u>Grade</u>
5-6	UA-7
7-9	UA-8
10-12	UA-9
13-15	UA- 10
16-18	UA-11
19 and over	UA-12

DoD NAF UNIVERSAL ANNUAL
JOB-CLASSIFICATION STANDARD
PACKAGE STORE MANAGER UA-1101-O

EXCLUSIONS:

Positions that do not meet the minimum managerial responsibilities described below shall be considered for allocation as supervisors in the PS category. Also excluded from the coverage of this standard are positions that may appear to meet the minimum managerial responsibility depicted in the three factors used for grade level determination. Guidance in the evaluation of these positions is available in job-grading standards for positions in the PS category.

DUTIES AND RESPONSIBILITIES:

- Plans and directs the operation of the store subject to installation policies, agency regulations, and applicable federal and state laws; is administratively responsible to designated supervisor, either military officer or civilian.
- Determines the kinds and quantities of alcoholic beverages required to meet client demands; authorizes the purchase of the required items from wholesaler.
- Directs the receipt of liquor from wholesaler, checking the kinds and quantity received with the purchase authorizations.
- Determines or recommends the sales price for all merchandise based on consideration of such factors as competition, demand, supply, and desirable profit margin; directs the price-marking on each individual item.
- Establishes the inventory stock level; directs the taking of inventories and is accountable for all liquor stock; is responsible for the maintenance of accounting records on stocks, costs of supplies, overhead, and profits.
- Determines how merchandise shall be displayed and prescribes procedures to safeguard funds and merchandise.
- Selects, trains, and supervises assigned employees.
- Ensures that cash funds or receipts are properly controlled and accounted for.

GRADING PLAN

1. Number of Customer Transactions (monthly average over a year)

Under 5,000 per month - small
5,001 - 10,000 per month - medium
Over 10,000 per month - large

PACKAGE STORE MANAGER UA-1101-0: (cent'd)

2. Number of Line Items Stocked

Under 100 items - small
101-300 items - medium
Over 300 - large

3. Number of liquor items sold (monthly average over a year)

Under 10,000 - small
10,001 - 30,000 - medium
Over 30,000 - large

When two or more factors are:

small = UA-1101-5
medium = UA-1101-6
large = UA-1101-7

Grade level determinations for positions that contain most of the managerial responsibilities and also considerably exceed the top of the range in the quantitative criteria may be graded by extrapolation from these standards and cross-reference to the OPM Job-Grading Standards for Commissary Store Management, GS-1144 (see OPM "PCS," reference (h)). An evaluation statement setting forth the analysis and basis for arriving at the grade of the position shall be attached to the office copy of the position description.

DoD NAF UNIVERSAL ANNUAL
JOB-CLASSIFICATION STANDARD
RETAIL MANAGER UA-1182-0

GENERAL STATEMENT:

This standard includes those positions involved in the managing, directing, and supervising of retail operations at the activity level; that is, the selling of merchandise to authorized customers.

EXCLUSIONS:

Positions that involve the support functions of purchasing, distribution and warehousing, personnel, accounting, maintenance of equipment and facilities, directly-operated and concessionaire-operated personal services, vending services, and automated services are excluded from this standard.

TITLING:

Positions covered by this standard are to be titled as Retail Manager. Use of a parenthetical designation following the basic title is authorized. For Example: (Annex), (Branch Store), (Main Store).

DUTIES AND RESPONSIBILITIES:

Listed below are groupings of duties and responsibilities found in typical work situations.

SITUATION A

- Is responsible for all retail sales activities at either a separate location or an annex of a main store.

- Ensures the proper display, price-marking and sale of a limited assortment of merchandise. Makes certain that pricing procedures are followed.

- Ensures that adequate stock levels are maintained; requisitions merchandise and makes certain that receipt procedures are followed.

- Is responsible for directing or taking part in periodic inventories and directs or prepares required reports.

- Is responsible for the security of cash, fixed assets, and the merchandise inventory.

- When subordinate personnel are assigned, provides training and guidance on all phases of the retail operations at the location; supervises assigned personnel in all their duties and responsibilities and evaluates their performance.

SITUATION B

-Is responsible for all retail sales activities at a location carrying a variety of merchandise. (Examples of an activity carrying a limited variety of merchandise are a retail convenience food and beverage store; a seasonal store-flower and garden; and a toy store).

-Directs and supervises employees engaged in price-marking, display, and sale of merchandise; sets up the work schedules so that adequate personnel are present at all times in sales, check-out, and storeroom areas.

-Contacts vendors to ensure timely stock replenishment of open-end and direct-delivery merchandise orders. Is responsible for and supervises employees engaged in the maintenance of inventory management documents relating to open-end and direct-delivery orders.

-Supervises employees in making periodic inventories, in the maintenance and analysis of cost records, and in the preparation of reports and budgets incident to the operation of the retail activity.

-Is accountable for the security of cash, fixed assets, and merchandise inventory.

-Is responsible for on-the-job training of sales personnel; supervises assigned personnel in the performance of their duties and responsibilities; prepares employee performance ratings and recommends appropriate personnel actions.

-Ensures compliance with fire, safety, sanitation and security regulations; initiates work orders for repair and maintenance.

-Maintains good customer and employee relations and renders courteous and efficient customer service.

SITUATION C

-Is responsible for all retail sales activities at a location carrying a complete variety of merchandise. (Variety of **hardlines** and softlines of merchandise) .

-Directs and supervises employees engaged in price-marking, display, and sale of merchandise; sets up the work schedule so that adequate **personnel** are present at all times in sales, check-out, and storeroom areas.

-Contacts vendors to ensure timely stock replenishment of open-end and direct-delivery merchandise orders. Is responsible for and supervises employees engaged in the maintenance of inventory management documents relating to **open-** end and direct-delivery merchandise orders.

-Supervises employees in making periodic inventories, in the maintenance and analysis of cost records, and in the preparation of reports and budgets incident to the operation of the retail activity.

RETAIL MANAGER UA-1182-0: (cent'd)

-Is accountable for the security of cash, fixed assets, and merchandise inventory.

-Is responsible for on-the-job training of sales personnel; supervises assigned personnel in the performance of their duties and responsibilities; prepares employee performance ratings and recommends appropriate personnel actions.

-Ensures compliance with fire, safety, sanitation and security regulations; initiates work orders for repair and maintenance.

SUPERVISORY CONTROLS:

Incumbents of positions in Work Situation A are directly responsible to the manager of a larger retail sales activity, such as that described in Work Situation B or C. The policies and procedures provided are specific. The supervisor is readily available to provide necessary guidance and instructions.

The incumbents of positions in Work Situations B and C operate under the control of a manager who has responsibilities beyond retail sales operations, such as personal service operations, vending services, and staff functions of warehousing, personnel, and accounting. Implementing policies and procedures regarding the operation of the retail sales outlet usually are written and cover requirements determinations; procurement of merchandise; sale of merchandise; sales promotion programs; and training programs. The supervisor is usually available either on the same installation or by telephone.

RETAIL MANAGER UA-1182-0: (cent'd)

GRADING PLAN ***

This chart shows the grades of these positions arranged according to the average monthly sales volume by the work situations in which they occur.

<u>Grade</u>	<u>Work Situation</u>		
	*A	**B	***C
UA-5	\$25,001 to 50,000		
UA-6	50,001 to 100,000		
UA-7	100,001 to 175,000	\$25,001 to 75,000	
UA-8	Over \$175,000	75,001 to 125,000	\$ 25,001 to 100,000
UA-9		125,001 to 200,000	100,001 to 175,000
UA-10		200,001 to 350,000	175,001 to 300,000
UA-11		Over \$350,000	300,001 to 450,000
UA-12			450,001 to 750,000
UA-13			Over 750,000

*For positions with sales volume up to \$25,000, see Job Grading Standard for Retail Annex Operator PS-2091.

**Retail Manager positions rarely exist in Work Situations B and C below the \$25,000 retail sales volume shown in the above chart.

***The above Grading Plan sales volume ranges are based on the CPI Base Year 1973 - All Items. Each DoD Component shall appropriately update these sale volume ranges based on the inflation factor determined by the CPI for the most current fiscal year or based on inflation factor adjustments that may be developed by each DoD component that more accurately reflect price changes of merchandise and services sold.

Additional consideration shall be given in determining the grade levels of the Retail Manager positions in Work Situations B and C based on points determined from the criteria listed below. No additional grades shall be provided for Work Situation A.

RETAIL MANAGER UA-1182-0: (cent'd)

ADDITIONAL GRADING CRITERIA

(1) AVERAGE MONTHLY SALES VOLUME

<u>GRADE</u>	<u>WORK SITUATION</u>		<u>POINTS</u>
	B		
UA-7	\$25,001 - \$35,000		0
	35,001 - 45,000		16
	45,001 - 55,000		32
	55,001 - 65,000		48
	65,001 - 75,000		64
UA-8	75,001 - 85,000	\$25,001 - 40,000	0
	85,001 - 95,000	40,001 - 55,000	16
	95,001 - 105,000	55,001 - 70,000	32
	105,001 - 115,000	70,001 - 85,000	48
	115,001 - 125,000	85,001 - 100,000	64
UA- 9	125,001 - 140,000	100,001 - 115,000	0
	140,001 - 155,000	115,001 - 130,000	16
	155,001 - 170,000	130,001 - 145,000	32
	170,001 - 185,000	145,001 - 160,000	48
	185,001 - 200,000	160,001 - 175,000	64
UA-10	\$ 200,001 - 230,000	175,001 - 200,000	0
	230,001 - 260,000	200,001 - 225,000	16
	260,001 - 290,000	225,001 - 250,000	32
	290,001 - 320,000	250,001 - 275,000	48
	320,001 - 350,000	275,001 - 300,000	64
UA-11		300,001 - 330,000	0
		330,001 - 360,000	16
		360,001 - 390,000	32
		390,001 - 420,000	48
		420,001 - 450,000	64
UA-12		450,001 - 510,000	0
		510,001 - 570,000	16
		570,001 - 630,000	32
		630,001 - 690,000	48
		690,001 - 750,000	64

RETAIL MANAGER UA-1182-0: (cent'd)

(2) Annexes

<u>Annexes - Retail activities</u> physically separated from main retail store	<u>No of Annexes</u>	<u>Points</u>
	1	0
	2	4
	3	8
	4-5	12
	6 and over	16

(3) Shifts/Days of Operation

<u>No of Shifts</u>	<u>Days per week</u>	<u>Points</u>
1	6	0
1	7	8
2	6	16
2	7	24
3	7	32

(4) Geographical Dispersion
(Most Distant Activity)

<u>No. of Miles</u>	<u>Points</u>
25-mile radius	0
25-50-mile radius	4
51-75-mile radius	8
76-100-miles radius	12
Over 100-miles radius	16

Retail Managers in Work Situation B and C shall be classified one grade higher when point factors for Average Monthly Sales Volume, Annexes, Shifts, and Geographical Dispersion total more than 95 points; however, these factors shall not be used in Work Situation B when average monthly sales volume exceeds \$350,000 nor in Work Situation C when average monthly sales volume exceeds \$750,000.

If there is a military person occupying the position of Retail Manager, a grade determination shall be made as if the position were filled by a civilian. The position of full assistant to the Manager shall be one grade level lower than that of the Manager position: